

Best Practice Resource Summary for TANF Jobs Program Development

There is no national consensus on what constitutes a “model,” “best,” or “promising” practice in the implementation of Temporary Assistance to Needy Families (TANF) jobs programs. However, numerous states and organizations have identified innovative programs and policy initiatives that promote **better service delivery** and **enhance the potential for self-sufficiency**. The following summary contains examples of innovative approaches to the implementation of TANF job programs. A full resource guide to TANF job program innovations is available upon request as a supplement to this RFP.

1. Client Assessment Tools and Approaches

Characteristic	Tool/Approach	Considered Best Practice?	Source for More Information
Alcohol and Substance Abuse	<i>Drug Use Screening Inventory</i>	Modified from a Best Practice	www.niaaa.nih.gov/publications/Assesing%20Alcohol/InstrumentPDFs/32_D_USI-R.pdf
	<i>Qualified Substance Abuse Professionals (QSAP) Screening</i>	No; Behavioral Checklist was developed to address limitations of assessment tools	http://www.aclu.org/features/MI_drugtesting.html
Budgeting and Economics	<i>Cost Worksheet</i>	No	www.financeproject.org/costworksheet.pdf
Cultural Competence	<i>Measures respect, decision making, expectations, religion, customs, gender roles, and language.</i>	No	www.healthyfamiliesfla.org/resources/Cultural_Competency_-_client_focused_tool.doc#
Employability	<i>Employability Screening Tool</i>	No	www.wroc.org/workfirst.htm
Literacy	<i>Tests of Adult Basic Education (TABE)</i>	Yes	www.nifl.gov/readingprofiles/MC_Using_Assessments.htm
Mental Health and Depression	<i>Depression Scale</i>	Yes	www.mhhe.com/hper/health/personalhealth/labs/Stress/activ2-2.html
Overall Employment Barriers	<i>Employment First</i>	No	http://www.hhs.state.ne.us/wer/werindex.htm
	<i>Standardized Screening Tool</i>	No	http://www.dcf.state.fl.us/admin/dcfcontacts.shtml
Self-Sufficiency	<i>Self Sufficiency Matrix</i>	Yes	www.hrsa.gov/homeless/pa_materials/nlm/flaherty_handout_1.doc
	<i>Employment First</i>	No	http://www.hhs.state.ne.us/wer/werindex.htm
Strengths-Based	<i>Employee Training Program for Assessing Client Strengths</i>	No	www.westchestercommunitynetwork.com/Team_Learning_Center/General_Information
Transportation	<i>30-item tool</i>	No	www.unm.edu/~atr/Moving-Forward-Append-A.pdf

2. Case Management Approaches

Addressing Barriers to Employment

Program	Approach	Considered Best Practice?	Source for More Information
CHILDCARE			
“Full Start”	<i>Partners with local child care providers to provide full-day, full-year services to Head Start-eligible children.</i>	Adapted from Head Start which considered a Best Practice	http://www.kcmccdc.org/index.html
“WAGES”	<i>Transitional childcare provided for up to one year after the participant is no longer eligible for TANF.</i>	No	www.workworld.org/wwwwebhelp/florida_wages_transitional_benefits.htm
CRIMINAL RECORD			
Safer Foundation	<i>Provides female ex-offenders with up to 30 days of workplace culture training, interventions for on the job crises, and post employment follow-up. Services</i>	No	http://saferfoundation.org/history.html
Vera Institute	<i>Provides a highly structured, job-focused model of services to nonviolent felony parolees, individuals on work release, and those on probation.</i>	No	http://www.vera.org/section4/section4_3.asp
Pioneer Human Services (PHS)	<i>PHS operates self-supporting, competitive businesses that provide many of the clients in PHS programs with the employment and job training components of PHS's integrated approach.</i>	No	http://www.pioneerhumanserv.com/
DISABILITIES			
CEDARR	<i>One-stop source of information for families with children with special health care needs.</i>	No	www.financeprojectinfo.org/Publications/TANF_recipientsascaregiversRN.htm

Program	Approach	Considered Best Practice?	Source for More Information
DOMESTIC VIOLENCE			
KansasWorks	<i>Case managers operate as service brokers, creating teams tailored to reflect the needs of each participant and composed of experts who specialize in whichever employment barriers are being faced.</i>	No	www.financeprojectinfo.org/publications/tanf_d_vissuenote.htm
Family Violence Option	<i>Referral to specialized services, and temporary exemptions from TANF requirements to enable battered women to have the time, services and support they need to address domestic violence as a barrier to self-sufficiency.</i>	No	ndcaws.org/projects/tanf/tanf.asp
LANGUAGE AND LITERACY			
Dorcas Place Workplace Literacy program	<i>Provides skills needed in a work environment and encompasses classroom instruction, career awareness, planning and development activities, and specific pre-vocational training.</i>	No; Award-Winning program	www.dorcasplace.org
Apprentice Transition: From Welfare to Work	<i>Participants begin with the role of job researcher, then qualify for job roles with increasing responsibilities such as job observer and apprentice and then finally become a qualified applicant for full-time employment with the program.</i>	No	www.famlit.org/ProgramsandInitiatives/WorkFocusedInitiatives/Policy/WelfareReformGuide2/-experimental.cfm
WorkFirst	<i>Assistance in job search, orientation to the work environment, employment training in a bilingual setting and job-retention supports, such as additional language training and skills training.</i>	No	www.financeprojectinfo.org/Publications/immigrantsandpovertyRN.htm

Program	Approach	Considered Best Practice?	Source for More Information
LANGUAGE AND LITERACY, cont.			
Eastbay Works	<i>A network of 14 one-stop business and career centers that runs various programs for Spanish-speaking clients, most of which are geared toward helping clients locate and maintain employment.</i>	No	http://www.eastbayworks.org/categories.php?id=10
SUBSTANCE ABUSE AND MENTAL HEALTH, including collocating services			
Special Needs Initiative	<i>TANF funded initiative to co-locate clinical counselors in Human Services offices to assist staff with identifying and addressing substance abuse, domestic violence, and mental health problems.</i>	No	www.financeprojectinfo.org/Publications/substanceabuse.htm
Career Connections	<i>Designed to help individuals with mental illness, including depression, find and keep employment as part of the recovery process</i>	No	http://www.mhanj.org
PATH	<i>Behavioral health and employment resource staff work together and use the same MIS system.</i>	No	www.financeprojectinfo.org/Publications/improvingcollaborationIN.htm
TRANSPORTATION			
Ticket-to Ride	<i>Local one-stop agencies refer clients to transportation services 24 hours per day.</i>	No	http://www.financeprojectinfo.org/Publications/transportationneedsINRAC.htm
CommuteShare	<i>Uses reconditioned, donated vehicles to provide affordable, reliable, and flexible transportation to employment, and other job-related services.</i>	No	http://www.gao.gov/new.items/d03204.pdf
Work for Wheels	<i>Worker incentive accounts are created and after three months of steady employment, workers can withdraw funds to use for down payment on a car.</i>	No	www.financeprojectinfo.org/Publications/transportationresourceoct.htm

Program	Approach	Considered Best Practice?	Source for More Information
TRANSPORTATION , cont.			
WAGES	<i>Transitional transportation provided for up to one year after participants are no longer eligible for TANF.</i>	No	www.workworld.org/wwwwebhelp/florida_wages_transitional_benefits.htm

3. Pre and Post Employment Strategies

Program	Approach	Considered Best Practice?	Source for More Information
EDUCATION AND TRAINING			
NEW	<i>Devoted to training, placing, and advocating for women seeking economic self-sufficiency through work in construction and other skilled blue-collar trades.</i>	No	www.new-nyc.org
SFWorks	<i>Facilitates private sector involvement in workforce development.</i>	No	www.financeprojectinfo.org/Publications/postsecured2.htm
Wildcat Services	<i>Provides chronically unemployed individuals with "work habits training."</i>	No	http://www.wildcatatwork.org
Community Service Employment Program	<i>Clients are placed in closely supervised, temporary positions at designated public and non-profit agencies for up to 10 months and are assisted in finding unsubsidized full-time employment thereafter.</i>	No	http://www.dsw.state.vt.us

3. Use of Incentives and Sanctions

Program	Approach	Considered Best Practice?	Source for More Information
INCENTIVES			
Employment Connections	<i>Connections contractors earn per-client payments for each of three milestones related to length of employment.</i>	No	aspe.hhs.gov/hsp/privatization-rpt03/appendices.htm

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SANCTIONS			
Community Connections	<i>Participating agencies connect clients with appropriate employment, training or educational activities that can assist them to overcome barriers to self-sufficiency.</i>	No	www.financeprojectinfo.org/Publications/sanctionupdateresource.htm
WorkSteps	<i>Provided aid includes rental vouchers, utility payments, food assistance, as well as intensive case management and services, including referrals to drug counseling.</i>	No	www.financeprojectinfo.org/Publications/sanctionissue.htm
Community Jobs Initiative	<i>Focuses on TANF recipients who have been sanctioned or who were not successful in obtaining employment through the state's WorkFirst program.</i>	No	http://www.ywcaworks.org

4. Client-Centered Service Delivery

Program	Approach	Considered Best Practice?	Source for More Information
ASSESSMENT AND ADVOCACY			
Welfare Rights Organizing Committee (WROC)	<i>Advocates for TANF recipients through lobbying, policy development, social marketing and 1:1 advocacy.</i>	N/A	www.wfalliance.org ; www.wroc.org
Client Satisfaction Study	<i>Caseworkers who act respectfully, present all of the opportunities of the program up front, and respond quickly to phone calls are the ones proven to be most effective in helping their clients.</i>	N/A	<i>Anderson, S. G. (2001). Welfare Recipient Views About Caseworker Performance: Lessons for Developing TANF Case Management Practices. Families in Society, 82 no. 2. 165-75.</i>

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CULTURALLY APPROPRIATE SERVICE DELIVERY			
Prince William County Department of Social Services	<i>Frontline workers were given the freedom to make decisions in order to respond quickly to clients' needs.</i>	N/A	www.financeprojectinfo.org/Publications/orgculturechangeRN.htm
PROMOTING MARRIAGE			
Building Strong Families (BSF)	<i>The program is designed around: 1) providing marriage and relationship skills education; and 2) providing a variety of family support services that help low-income couples sustain a healthy relationship.</i>	No	http://www.buildingstrongfamilies.info/Contact/index.htm
Arizona Practice	<i>Three components are included in the marriage program: 1) The community-based marriage and communications skills program includes a marriage and communication skills curriculum that emphasizes relationship skills, communication skills, negotiation skills, family law, and domestic violence information; 2) Vouchers to married or cohabitating parents to attend marriage skills training courses; and 3) Create and distribute a marriage handbook.</i>	No	www.ncsl.org/statefed/welfare/strength.htm#funds